

C.1 BACKGROUND

The Center for Civil-Military Relations (CCMR) is a reimbursable Department of Defense (DoD) organization, located at the Naval Postgraduate School (NPS) in Monterey, California (CA). CCMR was established in 1994 by a Memorandum of Agreement (MOA) between the Defense Security Cooperation Agency (DSCA) and NPS to help fulfill the objectives of Public Law 101-513 (Expanded International Mobile Education Teams (IMET)).

The CCMR mission is to build partner capacity and improve interagency and international coordination and cooperation. CCMR efforts address the civil-military challenges of Democratic Civil-Military Relations; Institutional Capacity Building (ICB); Security and Defense Governance and Management; Prevention, Relief, and Recovery; Peacekeeping; and Combating Terrorism. The education, training, and capacity building efforts that CCMR conducts are generally not standardized training and, therefore, require a tailored approach to each topic and country or region, unique and specific expertise and experience, and flexibility to respond to changing United States (U.S.) policy and world affairs. CCMR has multiple activities and courses in varying geographic locations occurring simultaneously that require unique skills and expertise. In order to bring the most relevant expertise into its teams, CCMR uses a capacity building approach and model that requires multiple experts with a range of specific skill sets on a variable basis. These individuals are integrated into small CCMR faculty teams, with or without a Government employee team leader, to work on specific projects. This model relies heavily on responsive and flexible support from an appropriately staffed and flexible contract team. The core work of this TO supports CCMR's ICB and Security and Defense Governance and Management programs, to include the Defense Governance and Management Team (DGMT).

ICB is defined herein as “a comprehensive set of programs and activities undertaken to empower partner nation security sector institutions to establish or re-orient policies, structures, and practices to make security sectors more transparent, accountable, effective, affordable, and responsive to civilian control; to enhance the capacity of national security forces to contribute to collective security and defense; and to absorb, apply, and sustain national security capabilities.” Defense Institution Building (DIB) is a subset of ICB that improves defense governance, increases the sustainability of other DoD security cooperation programs, and is carried out in cooperation with partner nations pursuant to appropriate and available legal authority. DIB is generally conducted at the ministerial, general, Joint Staff (JS), military service headquarters, and related defense agency level; and, when appropriate, with other supporting defense entities

C.2 PURPOSE

The purpose of this TO is to gain contractor support of CCMR efforts to build partner capacity and improve interagency and international coordination and cooperation by addressing civil-military challenges. These challenges include: enhancing civil-military relations, supporting defense reform and institution building, improving peacekeeping and peacebuilding operations, and combating terrorism.

C.2.1 AGENCY MISSION

DSCA’s mission is to advance U.S. national security and foreign policy interests by building the capacity of foreign security forces to respond to shared challenges. DSCA leads the broader U.S. security cooperation enterprise in its efforts to train, educate, advise, and equip foreign partners.

C.2 CCMR PROGRAM BACKGROUND INFORMATION

The frequency of events and area of responsibility that occurred in Fiscal Year (FY) 2017 and are planned for FY2018 are provided in Section J, Attachment D. Courses and activities are generally provided in English and sometimes in local languages. Unless otherwise noted, the typical duration of an in-residence course, located in Monterey, CA, is two weeks (i.e., ten workdays) and the typical duration of an Outside the Continental United States (OCONUS) activity is one week. The typical duration of capacity building project activities is one to two weeks, with a combined two weeks generally apportioned for preparation and post-activity follow-on work.

C.2.1 DEFENSE GOVERNANCE AND MANAGEMENT/DIB

CCMR implements and manages Office of the Secretary of Defense for Policy (OSD(P))/DSCA Defense Governance and Management/DIB programming. CCMR’s DGMT supports the training and education of U.S. Government DIB personnel. The DoD defines DIB as “security cooperation activities that empower partner nation defense institutions to establish or re-orient their policies and structures to make their defense sector more transparent, accountable, effective, affordable, and responsive to civilian control. DIB improves defense governance, increases the sustainability of other DoD security cooperation programs, and is carried out in cooperation with partner nations pursuant to appropriate and available legal authority.” The DIB core functional areas are: 1) Policy, Strategy, and Planning, 2) Resource Management (RM), 3) Human Resource Management (HRM), and 4) Logistics; although, the primary focus tends to involve variable mixes of these functional areas and broader defense governance, change management, and institutional reform.

CCMR plays a key role in implementing U.S. Government DIB programs globally, ensuring the DOD’s DIB practitioners are trained and developed, shaping doctrine and related procedures, and building strong communities of practice and interest within the U.S. Government, with related public and private entities, and with partners and allies globally. CCMR DGMT has dedicated implementation and “knowledge” branches to meet the dual missions of supporting the long-term development of strong partner defense institutions and developing a well-trained, informed, and prepared DIB community of stakeholders in the security cooperation community and practitioners capable of planning for, executing, managing, and overseeing these efforts.

CCMR’s institution building programs operate with a project-based programming model. This consists of projects with multiple lines of effort within specific partner/allied nations. These capacity building projects consist of multiple activities (e.g., working groups, workshops, seminars, mentoring, advising, etc.) across an extended period of time with consistent expertise, personnel, and approaches applied in order to support the partner nation in building its defense sector.

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CCMR currently operates DIB programs in the European Command (EUCOM), Pacific Command (PACOM), Africa Command (AFRICOM), Southern Command (SOUTHCOM), and Central Command (CENTCOM) areas of responsibility. These programs may take place in hazardous duty areas or combat zones. Events are typically one week long, primarily conducted OCONUS, and require various language skills to include, but are not limited: Spanish, French, Arabic, and Russian. Additional language skills may be required and will be communicated to the contractor ahead of the particular need. In FY16, the program conducted 214 events in 45 countries. Participants are members of partner nation Ministries of Defense (MOD), General, JS, Service Headquarters, defense agencies, defense education institutions, and related security institutions.

With the expansion of DoD requirements to incorporate DIB/ICB into security cooperation planning and train and equip packages and DIB and other ICB efforts, CCMR expects its role and mission-set in both knowledge and implementation areas to continue to grow.

C.2.2 EMERGENCY PREPAREDNESS/DISASTER MANAGEMENT

CCMR provides oversight, management, quality control, synchronization, and implementation of the Civil-Military Emergency Preparedness (CMEP) program. CMEP is a specialized capacity building program focused on building North Atlantic Treaty Organization (NATO) partner nation capacity through all-hazards disaster preparedness. These efforts are connected with related institution building programs, but unique in their focus and linkage to NATO.

CCMR expects that its CMEP and related efforts will continue to be a core part of its overall programming and the support provided for the life of this TO.

C.2.3 OTHER PROGRAMS

This TO primarily supports CCMR's DIB and CMEP efforts, but is intended to provide additional support against related ICB requirements to include an increasing focus on logistics at all institutional levels, training of U.S. Government security cooperation experts, and related support to other key DSCA and OSD(P) initiatives.

C.3 SCOPE

The scope of this effort is to provide technical and professional services to support partner nation capacity building and to help develop the community of DIB/ICB stakeholders in the security cooperation community. CCMR requires support for courses, capacity building projects, and educational events to build partner nation capacity and improve interagency and international coordination and cooperation by addressing civil-military challenges. These challenges include enhancing civil-military relations; supporting defense reform, ICB, defense decision making, emergency preparedness, and disaster management; and combating terrorism. CCMR programs are sponsored by the DoD. Projects and activities are tailored to meet the mutual security interests of the U.S. and the countries and regions in which CCMR works. As a result, CCMR requires expertise that covers a wide variety of topics and activities, including foreign language skills. The degree of engagement varies for each region, country, or partner.

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Education and training is provided in-residence at the NPS in Monterey, CA as well as at locations throughout the Continental United States (CONUS) and OCONUS; to include hazardous duty/combat zones. There are significant travel requirements to provide support for each CONUS and OCONUS event. Event and travel requirements will vary and can be on short notice.

C.4 TASKS

The following tasks are in support of this TO and each program described above:

- a. Task 1 – Provide Program Management (Mandatory)
- b. Task 2 – Support Transition In and Out (Mandatory)
- c. Task 3 – Provide Interpretation and Translation Support (Mandatory)
- d. Task 4 – Conduct Course Development (Optional)
- e. Task 5 – Deliver Courses (Optional)
- f. Task 6 – Scope, Design, and Implement Capacity Building Projects (Mandatory)
- g. Task 7 – Conduct Program Reviews (Mandatory)
- h. Task 8 – Additional Support As-Needed (Optional)

C.4.1 TASK 1 – PROVIDE PROGRAM MANAGEMENT

The contractor shall provide program management support under this TO. This includes the management and oversight of all activities performed by contractor personnel, including subcontractors, to satisfy the requirements identified in this Performance Work Statement (PWS). The contractor shall identify a Program Manager (PM) by name who shall provide management, direction, administration, quality assurance, and leadership of the execution of this TO.

C.4.1.1 SUBTASK 1 – ACCOUNTING FOR CONTRACTOR MANPOWER REPORTING

The contractor shall report ALL contractor labor hours (including subcontractor labor hours) required for performance of services provided under this contract for the programs sponsored by a DoD entity via the Enterprise Contractor Manpower Reporting Application (ECMRA). The contractor is required to completely fill in all required data fields using the following web address: <http://www.ecmra.mil/>.

Reporting inputs will be for the labor executed during the period of performance during each Government FY, which runs October 1 through September 30. While inputs may be reported any time during the FY, all data shall be reported no later than (NLT) October 31 of each calendar year.

As specified in the ECMRA's user manual (Prime Contractors), the prime contractor's responsibilities are:

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- Create contracts and add orders to the DoD ECMRA if the contracts and/or orders do not already exist in the system.
- Claim the orders for which you are the Prime Contractor if the order already exists in the system.
- Enter Order Data, Contact Data, and Location Data for each order.
- Verify that subcontractors have entered location data (if applicable).

The Contractor shall use the following identification codes for the ECMRA Application:

Funding Agency ID: 97AT

Funding Office ID: 47QFCA- GSA FAS AAS FEDSIM

Requiring Activity UIC: HQ0013

Major Command of Requirement Activity: Defense Security Cooperation Agency

C.4.1.2 SUBTASK 2 – COORDINATE A PROJECT KICK-OFF MEETING WITH THE GOVERNMENT

The contractor shall schedule, coordinate, and host a Project Kick-Off Meeting, in conjunction with the Government, at the location approved by the Government (**Section F, Deliverable 02**). The meeting will provide an introduction between the contractor personnel and Government personnel who will be involved with the TO. The meeting will provide the opportunity to discuss technical, management, and security issues, and travel authorization and reporting procedures. At a minimum, the attendees shall include Key contractor Personnel, the CCMR Technical Point of Contact (TPOC), CCMR Program Managers, other relevant Government personnel, and the Federal Systems Integration and Management Center (FEDSIM) Contracting Officer's Representative (COR) and Contracting Officer (CO).

At least three days prior to the Kick-Off Meeting, the contractor shall provide a Kick-Off Meeting Agenda (**Section F, Deliverable 01**) for review and approval by the FEDSIM COR and the CCMR TPOC prior to finalizing. The agenda shall include, at a minimum, the following topics/deliverables (**Section F, Deliverables 06, 08, 10, 11, and 13**):

- a. Points of contact (POCs) for all parties
- b. Draft Project Management Plan (PMP) (**Section F, Deliverable 06**) and discussion including schedule, tasks, etc.
- c. Draft Financial Report Format (**Section F, Deliverable 10**)
- d. TO portal and database strategy/solution – updated from proposal (**Section F, Deliverable 08**)
- e. Personnel discussion (i.e., roles and responsibilities and lines of communication between contractor and Government)
- f. Staffing Plan and status
- g. Updated Transition-In Plan (**Section F, Deliverable 13**) and discussion

- h. Security discussion and requirements (i.e., building access, badges, Common Access Cards (CACs))
- i. TO administration and invoicing requirements
- j. Draft Quality Control Plan (QCP) (**Section F, Deliverable 11**)

The Government will provide the contractor with the number of Government participants for the Kick-Off Meeting and the contractor shall provide sufficient copies of the presentation for all present.

The contractor shall draft and provide a Kick-Off Meeting minutes report documenting the Kick-Off Meeting discussion and capturing any action items.

C.4.1.3 SUBTASK 3 – PREPARE A PROJECT MANAGEMENT PLAN (PMP)

The contractor shall document all support requirements in a PMP. The contractor shall provide the Government with a draft PMP (**Section F, Deliverable 06**) on which the Government will make comments. The final PMP (**Section F, Deliverable 06**) shall incorporate the Government's comments.

The PMP shall:

- a. Describe the proposed management approach.
- b. Contain detailed Standard Operating Procedures (SOPs) for all tasks.
- c. Include milestones, tasks, and subtasks required in this TO.
- d. Provide for an overall Work Breakdown Structure (WBS) with a minimum of three levels and associated responsibilities and partnerships between Government organizations.
- e. Describe in detail the contractor's approach to risk management under this TO.
- f. Describe in detail the contractor's approach to communications including processes, procedures, communication approach, and other rules of engagement between the contractor and the Government.
- g. Describe in detail the contractor's approach to obtaining short-term specialized expertise, when required.

The Government will provide a schedule for the upcoming planned events, workshops, and exercises that require contractor support each quarter (i.e., every three months). The schedule shall serve as a baseline and is subject to change by the Government as requirements evolve. The PMP is an evolutionary document that shall be updated every six months at a minimum to reflect the upcoming events, workshops, and exercises (**Section F, Deliverable 07**). The contractor shall work from the latest Government-approved version of the PMP.

C.4.1.4 SUBTASK 4 – PREPARE A MONTHLY STATUS REPORT (MSR)

The contractor shall develop and provide an MSR (Section J, Attachment H.) (**Section F, Deliverable 03**). The MSR shall include, at a minimum, the following:

- a. Activities/events during reporting period, by program, project, and course or event (include on-going activities, new activities, and activities completed, and progress to date on all above mentioned activities). Each section shall start with a brief description of the activity.

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- b. Forecast of future events.
- c. Problems and corrective actions taken. Also include issues or concerns and proposed resolutions to address them. Note resolution status of issues or concerns from previous reporting period.
- d. Personnel gains, losses, and status (security clearance, etc.).
- e. Government actions required.
- f. Schedule (show major tasks, milestones, and deliverables; planned and actual start and completion dates for each). Identify deliverables with delivery date and acceptance or approval date or status.
- g. Summary of trips taken, conferences attended, etc. (include Trip Report Numbers for reporting period).
- h. Status of Award Fee Determination Plan (AFDP) Service Level Requirements (SLRs).
- i. Accumulated invoiced cost for each program and CLIN up to the previous month.
- j. Incurred costs of each program and CLIN for the current month, provided monthly at minimum.
- k. Projected cost of each program and CLIN for the current month, provided monthly at minimum.
- l. Earned value management procedures when applicable and when it will provide benefits to forecasting.

C.4.1.5 SUBTASK 5 – CONVENE TECHNICAL STATUS MEETINGS

The contractor PM shall convene Technical Status Meetings with the CCMR TPOC, FEDSIM COR, and other Government stakeholders weekly. The contractor shall at a minimum report on:

- a. Upcoming travel
- b. Travel training requirements completed
- c. Identify new requirements for SME
- d. Forecasting new events

The contract shall also convene a monthly technical status meeting and as required (**Section F, Deliverable 04**). The purpose of these meetings is to ensure all stakeholders are informed of the monthly activities and MSR contents, provide opportunities to identify other activities and establish priorities, and coordinate resolution of identified problems or opportunities. The contractor PM shall provide minutes of these meetings, including attendance, issues discussed, decisions made, and action items assigned, to the FEDSIM COR, CCMR TPOC, and others as required within five workdays following the meeting (**Section F, Deliverable 05**).

C.4.1.6 SUBTASK 6 – PREPARE TRIP REPORTS

The Government will identify the need for a Trip Report when the request for travel is submitted (**Section F, Deliverable 09**). The contractor shall keep a summary of all long-distance travel including, but not limited to, the name of the employee, location of travel, duration of trip, and POC at travel location. Trip reports shall also contain Government approval authority, total cost of the trip, a detailed description of the purpose of the trip, and the program, course, or event

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supported. At a minimum, trip reports shall be prepared with the information provided in Section J, Attachment I.

C.4.1.7 SUBTASK 7 – BASELINE QUALITY CONTROL PLAN (QCP)

The contractor shall prepare and provide a baseline QCP as required in Section F (**Section F, Deliverable 11**). The contractor shall periodically update the QCP, as required in Section F (**Section F, Deliverable 12**), as changes in program processes are identified.

Within the QCP, the contractor shall identify its approach for providing quality control in meeting the requirements of the TO. The contractor's QCP shall describe its quality control methodology for accomplishing TO performance expectations and objectives. The contractor shall fully discuss its validated processes and procedures that provide high quality performance for each Task Area. The QCP shall describe how the processes integrate with the Government's requirements.

C.4.1.8 SUBTASK 8 – CUSTOMER ACCOUNTS AND FINANCIAL REPORTING

For each program and each course, project, or event, the contractor shall assign a tracking number in accordance with the Government designated numbering and naming convention. The contractor shall provide a monthly financial report (**Section F, Deliverable 10**) which details, by the contractor-assigned number for each program and activity, the funding, expenditures, commitments, and labor hours accrued to date by program, event, location, line of accounting, and CLIN, at minimum. The contractor shall present a draft proposed format for the financial report at the TO Kick-Off meeting for Government approval and shall utilize the Government approved financial report format to provide the monthly financial report.

C.4.1.9 SUBTASK 9 – DEVELOP AND MAINTAIN A TO PORTAL AND COURSE DATABASE

The contractor shall develop and maintain a portal which both Government-approved contractor personnel and Government personnel can access worldwide via unique user identification (ID) and password. The TO portal shall not be CAC enabled and shall be a cloud-based solution available to users with a .mil, .edu, and a .gov account. The contractor shall provide the CCMR TPOC and the FEDSIM COR with a recommended portal strategy or solution (**Section F, Deliverable 08**) at the TO Kick-Off Meeting. Once the CCMR TPOC and FEDSIM COR have provided the contractor with authority to proceed, the contractor shall proceed with developing and implementing the approved solution in a timely and efficient manner.

The objective of the TO portal is to introduce efficiencies and ensure coordinated service delivery worldwide. At a minimum, the TO portal shall serve as a repository for all TO deliverables and shall possess a workflow process that automates the contractor's submission of Requests to Initiate Purchases (RIPs) and Travel Authorization Requests (TARs). This workflow process shall also allow the FEDSIM COR and other Government personnel to provide digital concurrence and approval for RIPs and TARs.

In addition, the contractor shall maintain a database as part of the TO portal that outlines the current status of courses, educational events, and materials developed. At a minimum, the database shall include estimated completion dates for course curricula and materials, description

of materials, type of solution, faculty impacted, associated program, and discipline. The database shall be updated on a weekly basis.

C.4.2 TASK 2 – SUPPORT TRANSITION IN AND OUT

C.4.2.1 SUBTASK 1 – TRANSITION-IN

The contractor shall update the draft Transition-In Plan (**Section F, Deliverable 13**) provided with its proposal and provide a final Transition-In Plan as required in Section F (**Section F, Deliverable 14**). The contractor shall ensure that there will be minimum service disruption to vital Government business and no service degradation during and after transition. The contractor shall implement its Transition-In Plan and all transition activities shall be completed 60 calendar days after approval of the final Transition-In Plan (**Section F, Deliverable 14**).

C.4.2.2 SUBTASK 2 – TRANSITION-OUT

The contractor shall provide transition-out support when required by the Government. The Transition-Out Plan shall facilitate the accomplishment of a seamless transition from the incumbent to incoming contractor/Government personnel at the expiration of the TO. The contractor shall provide a draft Transition-Out Plan within six months of Project Start (PS) (**Section F, Deliverable 15**). The Government will work with the contractor to finalize the Transition-Out Plan in accordance with Section F (**Section F, Deliverable 16**). At a minimum, the Transition-Out Plan shall be reviewed and updated on an annual basis (**Section F, Deliverable 17**). Additionally, the Transition-Out Plan shall be reviewed and updated quarterly during the final Option Period (**Section F, Deliverable 17**).

In the Transition-Out Plan, the contractor shall identify how it will coordinate with the incoming contractor and/or Government personnel to transfer knowledge regarding the following:

- a. Project management processes
- b. POCs
- c. Location of technical and project management documentation
- d. Status of ongoing technical initiatives and events
- e. Appropriate contractor to contractor coordination to ensure a seamless transition
- f. Transition of Key Personnel
- g. Schedules and milestones
- h. Actions required of the Government

The contractor shall also establish and maintain effective communication with the incoming contractor/Government personnel for the period of the transition via weekly status meetings or as often as necessary to ensure a seamless transition-out.

The contractor shall implement its Transition-Out Plan NLT 90 calendar days prior to expiration of the TO.

C.4.3 TASK 3 – PROVIDE INTERPRETATION AND TRANSLATION SUPPORT

The contractor shall provide interpretation and translation support in direct support of Tasks 6 along with the optional tasks 4 and 5 (when exercised). For support directly related to Tasks 4

and 6, the contractor shall translate documents to and from English and the partner nation language; For Tasks 5 and 6, the contractor shall provide consecutive interpretation during events. The contractor shall arrange for interpretation equipment to consist of microphone(s) and speaker(s) only. The translators and interpreters shall have a working knowledge of the subject matter to ensure accurate translation. Translation support can be conducted off-site; non-U.S. citizens are acceptable. Interpretation support must be conducted on-site and will be OCONUS, potentially in a Hazardous Duty/Combat Zones; non-U.S. citizens are acceptable, but may require approval/vetting from the U.S. Embassy and/or partner nation. Whenever possible the Government will obtain translation and interpretation support from the US Embassy. If the embassy is not able to provide this support, a list of vetted companies will be provided by the embassy or the host nation to the Government. In these instances, the Contractor will be required to obtain support utilizing the provided list when the Government is unable to obtain the support directly through the US Embassy. This support shall be treated as ordinary subcontracting efforts. Translation support by personnel provided by the embassy may still be billable to this task order. Translation and interpretation support will be required for approximately 30-45 events per year. Translation support will typically consist of translation of Microsoft (MS) Word documents averaging 50 pages and MS PowerPoint briefs averaging 75 slides. Interpretation support will generally require support to a single training or capacity building group of up to 30 partner-nation personnel for an event consisting of five, eight-hour workdays with a lunch break and periodic breaks. At least two interpreters shall provide an appropriate level of interpretation quality.

C.4.4 TASK 4 – CONDUCT COURSE DEVELOPMENT (OPTIONAL)

The contractor shall provide course and educational event development to support each program. The contractor shall develop curricula and materials for new courses or lines of activity within capacity building projects. Existing courses have curricula and materials that will require updating and tailoring to the relevant partner nation and target audience.

The contractor shall document appropriate job descriptions and experience levels based on the qualifications provided in Attachment U for the part-time personnel positions it plans to use for each course or event (**Section F, Deliverable 19**). The contractor shall utilize this description and experience level to seek out personnel for course and event development and delivery.

C.4.4.1 SUBTASK 1 – SCOPING FOR A SERIES OF COURSES

The contractor shall begin with an initial scoping phase to support the development of a series of courses for a specific country or functional area, as required. During this phase the contractor, generally as part of a broader team, shall conduct desk studies of country governance and defense sector assessments, review relevant Government documents, and have conversations with U.S. and partner nation stakeholders. The contractor, as part of a project team, shall identify the intersection of U.S. Government and partner nation objectives. The results of this scoping phase will aid the Government in determining the focus of a series of courses. The contractor shall report the outcomes of this scoping activity in an After Action Report (AAR) (**Section F, Deliverable 29**).

C.4.4.2 SUBTASK 2 – COURSE CURRICULUM DESIGN AND MATERIAL DEVELOPMENT

Courses shall be tailored to the partner nation context and relevant changes to U.S. Government objectives. For courses that require curriculum design, the contractor shall research the current environment and history of the partner nation which may be conducted through research of credible sources, in-country, and/or at a destination indicated by the Government. During this phase, the contractor shall identify and prioritize key institution building and functional needs to support the U.S. Government and partner nation objectives. This task requires obtaining an understanding of the broader governance context, civil-military relations, interagency coordination, and internal defense sector relations.

As part of the assessment process, the contractor shall analyze and review current project materials, curriculum, presentations, papers, and related materials used during activities with partner nations, if available, to make recommendations for changes and aid in the development of new/additional materials. Analysis shall include previously identified lessons learned, applicable approaches, best practices, and specific requirements related to particular partner nation requirements. This assessment shall be used in the development of new course curricula and materials.

The contractor shall research, develop, review, finalize, and deliver new curriculum, presentations, papers, schedules, and related materials for use during planned activities with partner nations (**Section F, Deliverables 21 and 23**). Curricula and related course materials shall be based on the assessment and analysis the contractor has conducted, common approaches applicable to the partner nation, and internationally recognized best practices; and, it shall be directly tailored to focus on the topics and objectives specific to the partner nation. Examples of related materials for courses include reading assignments, handouts, PowerPoint presentations, case studies, instructor notes (discussion points), course syllabi, and course schedules. Examples of related materials for workshops and working group exercises include case studies, sample solution sets, presentations, educational products, tabletop exercises, and training simulations. Additional examples of related materials are products for role play in field activities such as war games, multilateral command post and staff exercises, training simulations, field training exercises, and lanes training.

In addition, the contractor shall, in conjunction with partner nation stakeholders and U.S. Government stakeholders, develop draft objectives and accompanying metrics to measure progress towards these objectives for the course that are specific to the course, partner nation, and program (see Section C.4.5.4) (**Section F, Deliverable 22**).

C.4.4.3 SUBTASK 3 – UPDATE EXISTING COURSES AND MATERIALS

The contractor shall update existing courses and materials based on the partner nation context and U.S. Government objectives. For courses that require the curriculum and course materials be updated, the contractor shall research and review existing curriculum, presentations, papers, and related materials for use during planned activities with partner nations. The contractor shall develop, edit, and finalize the course curriculum and additional required, related course materials. This process shall include reviewing materials to incorporate new information regarding relevant lessons learned, common approaches applicable to the partner nation, and

internationally recognized best practices; and, it shall be directly tailored to focus on the topics and objectives specific to the partner nation (**Section F, Deliverable 20**). Examples of related materials for courses include reading assignments, handouts, power-point presentations, case studies, instructor notes (i.e., discussion points), course syllabi, and course schedules. Examples of related materials for workshops and working group exercises include case studies, sample solution sets, presentations, educational products, tabletop exercises, and training simulations. Additional examples of related materials are products for role play in field activities such as war games, multilateral command post and staff exercises, training simulations, field training exercises, and lanes training.

In addition, the contractor shall, in conjunction with partner nation stakeholders and U.S. Government stakeholders, update existing objectives and accompanying metrics for the course that are specific to the partner nation and program (**Section F, Deliverable 22**).

Prior to updating Government-furnished information the contractor shall provide a summary to the FEDSIM COR and CCMR TPOC of the need and describe how each should be modified to sufficiently update, revise, augment, and localize the existing Government-furnished material (**Section F, Deliverable 21**).

C.4.5 TASK 5 – DELIVER COURSES (OPTIONAL)

The contractor shall deliver in-resident and mobile courses and plan and participate in workshops and panel discussions. Travel to OCONUS locations, including Hazardous Duty/Combat Zones may be required in support of this task. The contractor shall also support exercises and role play. In addition, the contractor shall be responsible for course logistics, as required. Examples of these logistics include printing materials, arranging classrooms, and straightening the classroom after the course is complete.

C.4.5.1 SUBTASK 1 – DELIVER IN-RESIDENT AND MOBILE COURSES

The contractor shall provide subject matter expertise to CCMR program educational courses. The contractor shall develop and deliver learning scenarios, practical exercises, and course presentations. Contractors shall be required to present all material or portions of the material with additional instructors from partner nations or the U.S. Government. The contractor shall provide instruction in accordance with the approved course curriculum, syllabi, and schedules or equivalent (Section C.4.4.2 and C.4.4.3). Serving as an instructor for these events requires both regional experience and functional expertise that is highly specialized.

As part of course instruction, the contractor shall guide student project development (e.g., scoping and review), and respond to student questions, as required. The contractor shall review student projects and provide real-time recommendations to improve student projects, programs, and research. The contractor shall provide course instruction in accordance with graduate level education standards and include up-to-date information in terms of current doctrine, subject advancements, and regional issues.

The contractor shall print and deliver copies of all approved course material and blank certificates to the course location and the CCMR TPOC prior to the beginning of the course (**Section F, Deliverable 25**), as required. The contractor shall provide a situation report updating

the Government POC regarding the quality of the course, progress, and any potential problems (**Section F, Deliverable 26**).

C.4.5.2 SUBTASK 2 – PROVIDE MULTI-MEDIA SUPPORT

The contractor shall provide multi-media support to CCMR programs. In support of this task, the contractor shall, as required:

- a. Design multimedia presentations and materials for use in workshops, resident/mobile education events, training exercises, and marketing forums.
- b. Standardize and edit presentations and course materials, and create graphics for presentations, online posts, scenarios, and practical exercises.
- c. Create student handbooks, Compact Disks (CDs), and other exportable event materials.
- d. Provide all Information Technology (IT) support to implement multimedia presentations.

C.4.5.3 SUBTASK 3 – PLAN AND PARTICIPATE IN FORUMS, WORKSHOPS, AND PANEL DISCUSSIONS

The contractor shall provide subject matter expertise to workshops, panel discussions, and resident and mobile courses and events. Participation in these events may include designing and delivering materials, facilitating working group exercises and discussions, and advising on strategies developed and discussed at these events. These workshops, exercise implementation, and training events shall facilitate a discussion of how participants of educational products and courses will use the knowledge and insight gained through their deployment. For example, contractors shall participate in an open forum with NPS faculty regarding recommendations for improvements to educational products and exercise implementation plans.

C.4.5.4 SUBTASK 4 – AARs AND COURSE REPORTS

The contractor shall develop metrics and evaluations for determining success of course instruction, educational product, and training presentations (**Section F, Deliverable 22**). These metrics/evaluations shall measure understanding and retention of course material. Evaluations shall be analyzed for trends, concerns, questions, improvements, and recommendations given by course participants.

At the course and event level, the contractor shall develop AARs (**Section F, Deliverable 29**) for each course and capacity building project event. Reports shall follow the templates provided in Section J, Attachment K and include metrics and results for the following:

- a. Discussion and Summary
- b. Lessons learned
- c. Desired course or event outcomes
- d. Evaluation results
- e. Participant feedback
- f. Progress towards meeting educational goals and objectives (Section C.4.4.2 and C.4.4.3)

The contractor shall develop and disseminate student surveys, as required, and report the results of student surveys to include trends and recommended course changes in the AAR, as well (**Section F, Deliverable 29**).

The contractor shall also provide Course Reports, as required (**Section F, Deliverable 30**). Course Reports are used to document the presentations and outcomes of a course so that the participants and sponsor have a record of the event. These reports go beyond the course content and materials to include the discussions and outcomes of the course from the perspective of the presenters and participants. The reports shall include the following, at minimum:

- a. Description of sponsors and course.
- b. Full description of each day and course presentation.
- c. Course conclusion.
- d. List of participants and titles.
- e. Graphic design that visually depicts the theme or content of the course, event, or product.
- f. Photographs of the course or event.

The contractor shall collect all course materials and reports onto a CD, as required (**Section F, Deliverables 22 and 24**).

C.4.6 TASK 6 – SCOPE, DESIGN, IMPLEMENT AND EVALUATE CAPACITY BUILDING PROJECTS

The contractor shall provide support for each phase of capacity building projects to include DIB projects and long-term regional, Global Peace Operations Initiative (GPOI), and Senior Community Service Employment Program (SCSEP) exercises and engagements. The contractor shall develop and execute tailored, effective capacity building projects that incorporate considerations for U.S. policy, sponsor guidance, the broader governance context, civil-military relations, interagency coordination, and internal defense sector power relations. Travel to OCONUS locations including Hazardous Duty/Combat Zones may be required in support of this task. The contractor shall provide daily transportation for the team and participants between the hotel(s) and work site(s). The contractor may be required to provide an event venue to support a group of up to 30 people. The venue should consist of tables, chairs, projector system, and microphone/speaker system in a professional environment.

The contractor shall document appropriate job descriptions and experience levels based on the qualifications provided in Section H.4 for the part-time personnel positions it plans to use for each project (**Section F, Deliverable 19**). The contractor shall utilize this description and experience level to seek out personnel for project development and delivery.

C.4.6.1 SUBTASK 1 – SCOPE CAPACITY BUILDING PROJECTS

Capacity building projects generally begin with an initial scoping phase. During this phase the contractor, generally as part of a broader team, shall conduct desk studies of country governance and defense sector assessments, reviews of relevant Government documents, and conversations with U.S. and partner nation stakeholders. The contractor, as part of a project team, shall identify the intersection of U.S. Government and partner nation objectives and priorities. In addition, as required, the contractor shall develop a baseline report of the legal, political, institutional, and

technical landscape (**Section F, Deliverable 31**). The results of this scoping phase will aid the Government in determining which focus area the resulting country project will address, and ensure the project will be appropriately scoped for effectively building capacity in pursuit of shared objectives and priorities.

C.4.6.2 SUBTASK 2 – DESIGN CAPACITY BUILDING PROJECTS

As part of a project team, the contractor shall support the development of a Country Project Plan (Section F, Deliverable 32) for building partner nation capacity, departing from the baseline “as is” situation and working with the partner to identify achievable milestones and outcomes that will advance shared USG and partner nation objectives (initial baseline snapshot and initial view on objectives are identified in the scoping task (Section C.4.6.1). The Country Project Plan shall include the next steps in the ongoing effort to build a monitoring and evaluation approach. The Country Project Plan shall also include clear deliverables and intermediate objectives. The contractor shall support the update of the Country Project Plan throughout the capacity building project, as required. In addition, the contractor shall develop and tailor the supporting materials required for implementing the Country Project Plan. Examples of these materials include activity materials, curriculum, presentations, and white papers (Section F, Deliverable 33).

C.4.6.3 SUBTASK 3 – IMPLEMENT CAPACITY BUILDING PROJECTS

The contractor shall develop and implement specific activities identified in the Country Project Plan. The contractor shall conduct a series of in-country events to achieve the project objectives (**Section F, Deliverable 34**). These events are typically one week in-country engagements with foreign government participants, from both civilian and military components of the defense sector, that include workshops and other methods designed to achieve the desired outcomes of the capacity building project. While one week is defined as standard, DIB event times may vary anywhere between one and two weeks.

C.4.6.4 SUBTASK 4 – AARs

At the event level, the contractor shall develop AARs (**Section F, Deliverable 29**) for each capacity building project event. Reports shall follow the AAR templates provided in Section J, Attachment K and include metrics and results for the following:

- a. Event Discussions and Summary
- b. Lessons learned
- c. Desired event outcomes
- d. Participant feedback
- e. Progress towards meeting capacity building goals and objectives

The contractor shall participate in meetings discussing the outcome of the event, AAR, lessons learned, and recommendations for future events, as required.

C.4.6.5 SUBTASK 5 – CONDUCT CAPACITY BUILDING PROJECT REVIEWS

The contractor shall develop metrics and evaluations for determining the outcomes of the defined objectives of each capacity building project. In addition to creating an AAR for each event (see

Section C.4.6.4) the contractor shall examine the project's success and ultimate culmination of the project overall. This capacity building project review (**Section F, Deliverable 35**) shall include a determination of the level of achievement of the objectives developed during the scoping and design phases. The contractor shall monitor and report on the progress towards the identified objectives throughout the life of the capacity building project. All assessment, monitoring, and evaluation (AM&E) projects shall be conducted in accordance with DGMT AM&E processes, established DoD requirements, and established legal requirements.

C.4.7 TASK 7 – CONDUCT PROGRAM REVIEWS

At the overall program level, the contractor shall conduct an assessment and evaluation of conducted, planned, and proposed activities to make recommendations for new activities, adjustments to planned or proposed events, and proposals for new lines of effort (**Section F, Deliverable 36**).

This review shall include reviews of past AARs and capacity building project events, as applicable. The contractor shall also support knowledge management and reviews of the broader subject matter by providing information to CCMR and its sponsors as required.

C.4.7.1 SUBTASK 1 – KNOWLEDGE TEAM SUPPORT

In addition, the contractor shall support the Government in identifying, documenting, and analyzing lessons learned, best practices, common practices, and identified challenges for the overarching sponsor or program, as required. This is currently a requirement for DIB, but may be applicable to other program areas, as well.

The contractor shall incorporate lessons learned, best practices, common practices, and identified challenges into DIB doctrine, U.S. Government DIB and security cooperation training materials and activities, and DIB implementation materials and activities. In addition, the contractor shall conduct reviews and analysis of designated key requirement generation documents. This includes identified NATO Partnership documents, designated Combatant Command (CCMD) documents, country coordination plans, and other bilateral agreements. The contractor shall also provide functional expertise and the development and review of functional material for implementation during partner implementation engagements and U.S. Government DIB training activities. The contractor shall document the activities conducted in support of this task in a Situation Report (**Section F, Deliverable 26**).

C.4.8 TASK 8 – ADDITIONAL SUPPORT AS-NEEDED (OPTIONAL)

As directed by the Government, the contractor shall provide additional support within the scope of Tasks 1 through 7, if this optional task is exercised. The scope of this task is the same as the above tasks; however, work under this task shall support unplanned requirements. The intent of this task is to provide additional support that is able to adapt to the changing global environment and changing U.S. Government policy.

**TASK ORDER (TO) #
47QFCA18F0120**

Civil-Military Relations Capacity Building

in support of:

**Defense Security Cooperation Agency (DSCA)
Center for Civil-Military Relations (CCMR)**

**Awarded to:
Booz Allen Hamilton
8283 Greensboro Drive
McLean, VA 22102**

Conducted under Federal Acquisition Regulation (FAR) 16.505

**Issued by:
The Federal Systems Integration and Management Center (FEDSIM)
1800 F Street, NW (QF0B)
Washington, D.C. 20405**

September 14, 2018

FEDSIM Project Number DE00811

***Mod PS01
September 27, 2018***